

Dear Stakeholders,

12/17/2011

The holiday spirit is capturing our hearts and much of our attention. Here at Headquarters, our offices and doors are decorated, preparations are nearly complete for many office parties, and EM Headquarters held its annual party last week. This is definitely my favorite time of the year. Everyone is happily looking forward to time with family and friends, exchanging gifts and cards, and relaxing while living in that razor thin space between indulging and over-indulging. I truly wish you all the best for the holidays and for the coming year.

The EM program continues to make significant progress in our environmental mission. Our hard work provides us with much to enjoy and reflect upon over the past calendar year. We can all be proud of the successes with respect to our base program and construction project activities and the payoffs from our ARRA efforts (e.g., the jobs saved and created, and the performance results that are becoming apparent). We are grateful, in these difficult economic times, that our nation continues to show confidence in our clean up and footprint reduction work.

As we approach year's end, I'm proud to post our EM Roadmap as a final document. We will use this as our strategic guide in the coming year and beyond. The experience of developing this document is helping us focus on our highest priorities. We received many thoughtful comments over the last few months and, again I want to thank all of you that took the time to contribute. I also want you to know that I view strategic planning as a process and not just a report. It's a process that we must engage in, if we are to manage our resources for optimal effect. It helps us clarify our goals, and navigate our constantly changing environment. Your participation improves the process and helps us maximize our results. I want to encourage all of us to work effectively together in the year ahead as we progress towards our goals.

I am very proud to be a member of the EM team. We all, federal and our contractor partners, can be very proud of the achievements that we have every day. I thank each and every one of you for your dedication and hard work, and wish you the best in this holiday season and the new year. Please be well and safe as you relax, refresh, and spend time with friends and family.

Warmest Regards,

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